

The Institute for Management
at Robert Morris College may be
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Aug 81

Japan: An Update
September 15, 1981

**Concepts and Strategies
for Increasing Manufacturing
Profitability and Effectiveness**
October 5, 6 & 7, 1981

**The Sales Manager:
How to Manage a
Field Sales Force**
October 13, 1981

**Selection and Evaluation
of Software Packages**
October 14 & 15, 1981

Determining Training Needs
October 21, 1981

co-sponsored by



ROBERT MORRIS COLLEGE
INSTITUTE FOR MANAGEMENT



Triton College

SCHOOL OF CONTINUING EDUCATION
EMPLOYEE DEVELOPMENT INSTITUTE

JAPAN: An Update

Tuesday, September 15, 1981
9:00 a.m. to 4:00 p.m. — Fee: \$135

ABOUT THIS SEMINAR

The quick, clean strokes of the calligrapher. The ceremonial dress of the Samurai warrior. The beauty of an ancient tea ceremony.

To the Westerner, these things mean "Japan." In a very real sense, these cultural characteristics mean "Japan" to the Japanese as well—because these symbols of yesterday's Japan are woven tightly into the social and cultural fabric of today's Japan. Its traditional culture, developed and formalized over many centuries, lives.

Yet, for all its tradition, Japan today is a thoroughly modern, industrialized nation—a technological and economic world power. And this nation of more than 100 million people is one of the closest partners of the United States.

"At the same time," points out Dr. Edwin O. Reischauer, Harvard professor and former U.S. Ambassador to Japan, "Its non-Western background makes it harder for us to understand Japan and communicate with the Japanese that is the case with our European allies."

This comprehensive, one-day seminar will help bridge the gap that may exist between the cultures and will enable you to better understand why Japanese managerial policies that include quality circles work to an advantage.

SEMINAR CONTENT

- A focus on the team spirit and careful planning which are typical of Japanese labor and management
- The Japanese decision-making process: a detailed look at how decisions are reached in a Japanese company
- Implementation of quality circles: a unique management tool
 - discussion and solving problems as a team

- using quality circle techniques to solve problems and present solutions
- influencing decisions about work
- meeting and working with management
- conflict resolution
- A brief synopsis of the modern issues of rapid economic growth, international trade, energy crises and overpopulation and their effects on Japanese management policies.
- A more specific look at how the Japanese respond with technology to the problem of scarce natural resources.
- Question and answer session to bring out individual problems or concerns about Japanese-American relationships.

WHO SHOULD ATTEND

This program is designed for those individuals who desire and would profit from a greater understanding of the Japanese management style, particularly managers and employees of Japanese-owned companies. American managers who are doing business with Japan will also find this seminar helpful. Training directors and consultants will be interested in the discussion of quality circles and will learn how to help their employees become part of the "team" through quality circle implementation.

SEMINAR LEADER

Tim Plummer is associated with The Asia Society, Inc., of New York City. The Society's purpose is to promote an appreciation of current Asian realities. Dr. Plummer lived in Japan for ten years, during which time he acted as a consultant to many Japanese firms. Since returning to the U.S., he has also advised American businesses on Japanese business procedures. He has presented this top-rated program throughout the U.S.

Concepts and Strategies for Increasing Manufacturing Profitability and Effectiveness

October 5, 6 & 7, 1981
9:00 a.m. to 4:30 p.m. Fee — \$415

ABOUT THIS SEMINAR

Robert Lane, a recognized author/expert in modern plant management, presents this program to individuals who are interested in dramatically improving the profitability of plant operations. The program is specifically designed to provide participants with proven cost reduction ideas that can be applied to all facets of production. Those in attendance will also become better prepared to assume increasingly responsible manufacturing positions.

SEMINAR CONTENT

Management

- Results oriented management programs for profitable operations/coordination/directing plant activities. How the successful system functions

Organization

- Organization for the growth oriented plant
- The latest organizational plant techniques

Materials

- Materials management: How to attain delivery performance goals as well as control inventory and reduce material costs
- Techniques that have been used to reduce inventories 25% without crippling delivery performance
- A purchase order review system that can reduce costs during inflationary periods
- How to reduce and control transportation costs
- How to reduce costs through the latest production and inventory control systems
- Attaining realistic forecasts
- Creative purchasing practice/procedures

Labor

- Industrial relations programs that provide the foundation for maximizing labor utilization.
- Industrial engineering organization: Programs and techniques that have achieved profitable results
- Selecting and utilizing work measurement systems
- Selecting the wage system using a quantitative approach
- How to administer and audit wage systems.
- Selecting the proper labor reporting system for your operation

- Case study application of techniques that reduce labor costs 50% while increasing production 25%

Maintenance

- Tailoring a maintenance organization to fit your needs
- Providing necessary technical support for your maintenance department
- Project planning and cost estimating for maintenance projects

- Controlling and reducing maintenance costs

Quality Assurance

- Converting quality assurance from a cost center to a profit center
- Utilizing practical programs to reduce quality related costs, improve product saleability and facilitate the introduction of new products

WHO SHOULD ATTEND

This in-depth program is structured to be of value to anyone who has managerial or technical responsibilities for plant operations.

Industrial Engineers
Manufacturing Engineers
Materials Managers
Operations Managers
Personnel Managers
Plant Managers
Production Managers
Inventory Control Personnel
Purchasing Managers
Manufacturing VP's

SEMINAR LEADER

Robert E. Lane has experience as an Industrial Engineers Methods and Manufacturing Coordinator, Manager of Operations Research, Manager of Industrial Engineering, Manager of Material Control, Operations Manager, and Vice President of Manufacturing. **His recent book, *Administering and Controlling Plant Operations*, (Prentice-Hall, Inc.), is included in the registration fee as an added benefit.**

The Sales Manager

How to Manage a Field Sales Force

Tuesday, October 13, 1981
9:00 a.m. to 4:30 p.m. — Fee: \$135

ABOUT THIS SEMINAR

This seminar will review challenges facing the modern sales manager, and explore concepts, methods and systems that address them. Particular attention is given to the issues of leadership, motivation and delegation, with emphasis on the application of principles that can enhance teamwork and managerial effectiveness.

SEMINAR CONTENT

- The transition from selling to managing
- Recruitment — how and where to recruit; how to interview to get the very best, most productive salespeople
- Getting control fast with the right work habits
- Training to fit your budget including field training techniques
- The difference between managing and doing the work
- Working effectively with your marketing director
- The need for better accountability of your sales force's efforts, accomplishments, and problems
- The use and abuse of motivation in getting salespeople to manage themselves
- Leadership techniques for high achievers and marginal salespeople
- Limitations of traditional on-the-job coaching and how to make effective joint calls with a salesperson

- Managing your time for maximum effectiveness
- The importance of good records
- Methods of measuring sales effectiveness
- Discussion of particular motivation and personnel problems that often arise

WHO SHOULD ATTEND

The new sales manager and/or the experienced manager who wishes to update his/her knowledge of the latest concepts in effective sales management.

SEMINAR LEADER

Mike Graham has spent 8 years in the management of the field sales force for the Pittsburgh Brewing Company. During that time the company had affected a 200% increase in sales in the keenly competitive beer business.

Achievements include the revitalization of the company's main product, Iron City Beer and the introduction of its new success, I.C. Light. I.C. Light currently outsells its national competition better than 4 to 1 after only two years in production. Pittsburgh's total brand entries hold over 30% of the market area, a share larger than any brewer in their respective home markets.

The sales success of Pittsburgh's brands and their management have been the subject of articles in *Business Week*, *Beverage World*, and *Business Industry Publications*.

Selection and Evaluation of Software Packages

Wednesday, October 14 & Thursday, October 15, 1981

9:00 a.m. to 4:30 p.m. — Fee: \$295

ABOUT THIS SEMINAR

You will get a systematic approach to obtaining the right software package at this practical and informative seminar. Getting the software you need can be a big step—even an awesome one. But this seminar will provide the guidance you need to make confident decisions. The instructor, Rosalie Cariss, knows computer systems thoroughly. She will cover every phase of the selection and evaluation process in depth. You will explore such issues as:

- How to decide whether it is wiser to buy a software package rather than develop it in-house
- Advantages and disadvantages of buying a software package
- What companies sell software
- How to find lists of the firms that have the kind of software package you are looking for
- How to eliminate vendors that are not right for your organization
- How to evaluate eligible candidates
- What to put into a contract, both for your benefit and the vendor's
- What pricing alternatives you have concerning purchase and lease rent and what are the advantages and disadvantages of each
- What kind of maintenance and support agreements you need
- How can you guarantee that the software package will be compatible with your equipment, meet your user's needs, and follow established audit and control procedures
- How to plan a successful implementation
- What kind of checklist is available to support the selection and evaluation of software packages

SEMINAR CONTENT

- In-House Development vs. Buying a Package
- Sources of Software Packages
- Sources of Vendor Listings
- Vendor Evaluation
- Contract Considerations
- Pricing Considerations
- Data Processing Considerations

- Documentation
- System Maintenance and Modification
- Installation Considerations
- User Group Evaluation
- Data Base: Design and Evaluation
- Reporting Capabilities
- Audit and Control Procedures
- System Characteristics
- Processing
- Evaluation Checklist

WHO SHOULD ATTEND

Both data processing professionals and users will find this program of special interest and value. The focus of the program is on what to do and how to select and evaluate software vendors rather than on the technical aspects of how to choose any one particular package.

SEMINAR LEADER

Rosalie M. Cariss is a Vice President of A.H.R.D. Company, a San Francisco-based consulting firm with a major office in New York. A.H.R.D. specializes in consulting and professional training in data processing, project management and office automation.

Ms. Cariss has held management, training and marketing positions with McDonnell Douglas Automation Company (MCAUTO). Her responsibilities included systems analysis, design and conversion, developing and presenting system training materials to employees and clients, providing systems support, trouble shooting, and product marketing to hospital administrators and doctor groups. Most recently she worked for the Health Services Division (HSD) which offers financial services, communication and a data collection system for a total health care industry Management Information System.

Ms. Cariss received a B.S. degree with a major in mathematics education from the University of Missouri and has a Master's degree in General Science from Webster College in St. Louis, Missouri.

Determining Training Needs

Wednesday, October 21, 1981
9:00 a.m. to 4:30 p.m. — Fee: \$120

ABOUT THIS SEMINAR

In the day-to-day activities of any organization, things are bound to go wrong from time to time. It may be a problem in personal relationships, cooperation between departments, scheduling, storage, quality control or production capabilities. Wherever or whatever the situation, someone invariably sends up the cry for a training program as the panacea. When the demand for instruction comes to your attention, what do you do? Are you able to sense the needs of your organization and develop programs when they are the answer? How do you go about assessing and defining those needs and coming up with the right type of development program for the problem? Can you help your organization with development for the future as well as for present needs? These questions and others will be dealt with in this critically important seminar structured with your present and future needs in mind.

SEMINAR CONTENT

- Introduction

What is and is not a training need?

Defining a training need

- Survey Techniques in Discovering Training Needs

The education training needs survey

The employee attitude survey

The consumer customer survey

- Organization Audits

Analyzing operational data

The management inventory

Skills inventory

- Determinations Arising from the Planning Function

Manpower planning data

Planning responses to environmental trends and changes

- Assessing Developmental Needs of Managers

The managerial needs analysis

Individual interviews and assessment

Use of management evaluation records

Problem-centered methods and card sorts

- Systematic Approaches to Training Needs Determination

Total performance systems

Problem analysis techniques

- Miscellaneous Methods

Knowledge and skill (achievement level) tests

Critical incident technique

Advisory committee

Check lists

Requests from top brass

WHO SHOULD ATTEND

This seminar is designed for those people with responsibilities for training and human resource development who are concerned with improving human performance within the organization. Attendance will be beneficial for professional trainers and other specialists in human resource development seeking to:

1. Develop some hands-on techniques for discovering training needs.
2. Improve their skills in defining training requirements.
3. Establish better training based on real needs.
4. Develop proper and effective methods for "paving the way" for new training programs.

SEMINAR LEADERS

Oscar G. Mink, associate professor of Educational Administration and Psychology at the University of Texas at Austin where he directs projects to study various facets of college administrative climate, leadership, and administrative change. He received a doctorate in personnel administration from Cornell University. Dr. Mink has conducted research and development in applied behavioral sciences for Cornell University, Xerox Corporation, West Virginia University and the National Laboratory of Higher Education. He serves as consultant to a variety of profit and not-for-profit corporations in organization renewal, management, training, and evaluation. Dr. Mink is a certified psychologist in Texas and other states, a reality therapist, a regional vice president of the Organization Renewal Network and a professional member of the National Training Laboratory Institute for Applied Behavioral Science.

A. Robert Formosa, corporate manager, organization and training, Joy Manufacturing Company, Mining Machinery Division. Mr. Formosa has broad experience in the development and implementation of employee training programs in manufacturing and services organizations. Formerly, he has been a training director in health and health related fields. He has been a lecturer in management at the Community College of Allegheny County and has taught in the Management Development School of Pennsylvania State University and the University of Pittsburgh Technology Program. He is a member of ASPA (American Society of Personnel Administration), Pittsburgh Personnel Association, and the American Society for Training and Development.

Early Registration is Advised

Enrollment in most programs is limited to 30 persons. Register by completing the attached form or by calling F.J. Burns at the Robert Morris College Institute for Management, (412) 227-6800 or (412) 264-9300. All phone registrations should be confirmed in writing. On campus registration is not encouraged. Checks should be made payable to Robert Morris College and sent to F.J. Burns, Director, Institute for Management, Robert Morris College, 5th Avenue at 6th, Pittsburgh, PA, 15219.

Confirmation

You will receive written confirmation approximately one week after our receipt of your registration form. A map showing college location and parking will be included.

Lodging

These two hotels offer high-quality lodging within walking distance of the seminar/workshop location:

Hyatt Pittsburgh
112 Washington Place
Pittsburgh, PA 15219
Phone: (412) 391-5000

William Penn Hotel
530 William Penn Way
Pittsburgh, PA 15230
Phone: (412) 281-7100

On-Site Presentations Available

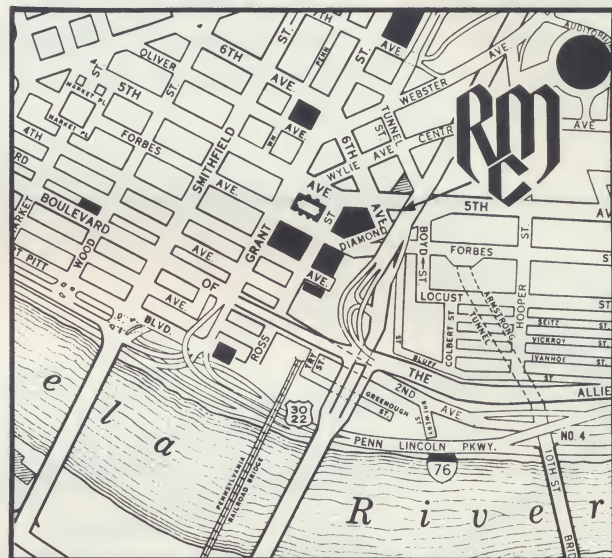
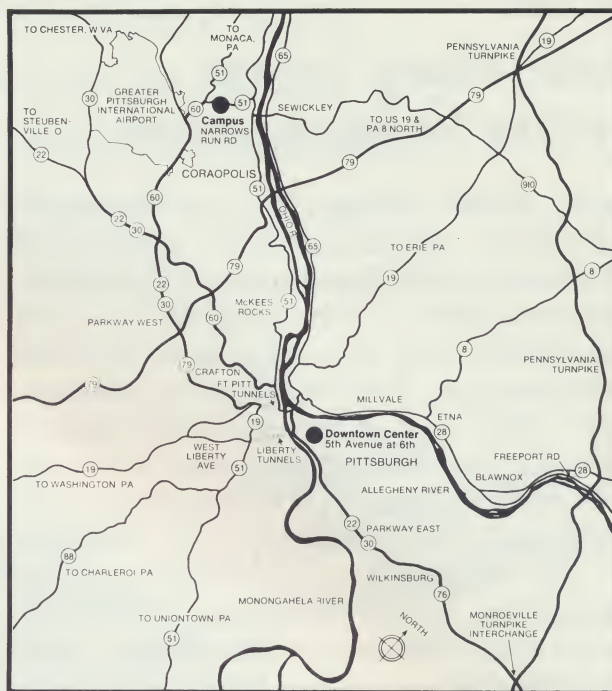
This program can be presented at your location. A staff of program development specialists can tailor this program or others to your specific training needs. Call (412) 227-6800 for further information.

Certificate of Completion

Certificates of Completion are awarded to participants for completion of seminars and workshops.

Tax Deduction for Educational Expenses

Treasury regulation 1.162-5 permits an income tax deduction of educational expenses (registration fees and cost of travel, meals and lodging) undertaken to maintain or improve employment skills.



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Mail to: F.J. Burns
Institute for Management
Robert Morris College
5th Avenue at 6th
Pittsburgh, PA 15219

Robert Morris College Institute for Management

Robert Morris College is an independent, non-profit, co-educational institution authorized by the Department of Education, Commonwealth of Pennsylvania to award both the B.S. and M.S. degrees in business administration. The Institute for Management offers a number of career-oriented courses for adults each semester at all locations of the College. In addition, special programs have been developed and presented for the following organizations: United States Steel, The United States Veterans Administration, Pittsburgh Plate Glass, Price-Waterhouse & Co., Main-Hurdman, Universal-Cyclops Steel Corporation, West-Penn Auto Club, The Central Medical Pavilion, and The Union National Bank of Pittsburgh.

Triton College Employee Development Institute

The Employee Development Institute of Triton College, located in the western suburbs of Chicago, specializes in the development and implementation of programming designed to improve technical and professional skills of individuals working within both private and public sector organizations. The Institute has an eleven-year history of offering both public seminars and on-site training programs. Among the Institute's clients are: Zenith Corporation, International Harvester, Borg Warner, Quasar, National Boulevard Bank of Chicago, Fern Foods, GTE Automatic Electric, The Academy of General Dentistry, Bunker Ramo Corporation, Jewel Corporation, Jensen Sound and The Midwest Stock Exchange.



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INSTITUTE FOR MANAGEMENT

Triton College

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